

## CHAPTER 2 ESTABLISHING AND MAINTAINING PUBLIC INVOLVEMENT PROGRAMS

### 2-1. Scope.

a. This chapter presents the procedures for establishing and maintaining public involvement programs at FUDS properties for FUDS HTRW and MMR projects. Community relations activities are discussed in relation to each phase of remedial and removal response actions. Public Involvement Plans are given special consideration due to their central importance in any public involvement program.\*

b. While there can be no set formula for a public involvement program that would be applicable to every FUDS HTRW or MMR project because of the uniqueness of each FUDS property and community, there are some community relations activities that must be performed, at a minimum (see tables 8-1 and 8-2 of the proposed ER 200-3-1). Beyond these minimum requirements, public involvement programs must be tailored to the distinctive needs of each FUDS property and community.

c. All public involvement programs will meet the regulatory coordination requirements set forth in the proposed ER 200-3-1, chapter 9. Federal, state, and local authorities and tribal governments will be provided notice of and opportunity to comment on all response activities and significant documentation (Inventory Project Reports (INPRs), Archives Search Reports (ASRs), no DOD action indicated (NDAI) determinations, etc.) relating to FUDS projects. (See chapter 9 of the proposed ER 200-3-1 for a detailed discussion of regulatory coordination requirements for FUDS projects.)

### 2-2. Stakeholders in the Public Involvement Program.

- a. Residents of areas containing HTRW or MMR materials.
- b. Users of a FUDS property containing HTRW or MMR materials.
- c. Business persons affected by a FUDS property containing HTRW or MMR materials.

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\*"Public Involvement Plan" is an Army term. The equivalent EPA term for such plans is "Community Involvement Plan." Although the Army terminology is consistently used throughout this pamphlet, the interchangeability of Public Involvement Plan and Community Involvement Plan is here noted to prevent confusion between this pamphlet and referenced EPA publications.

d. Officials whose political or technical responsibilities, within differing jurisdictions, include a FUDS property containing HTRW or MMR materials.

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e. Native American tribal governments and native Alaskan representatives dealing with HTRW or MMR issues.

f. State and Federal regulators.

g. USACE personnel and contractors.

h. Other persons whose interests include the safety and environmental issues associated with a FUDS property containing HTRW or MMR materials.

### 2-3. Goals of the Public Involvement Program.

a. Ensure that stakeholders understand that personal and property safety is the paramount concern during HTRW response actions and MMR actions.

b. Serve the community's information needs by keeping local residents, officials, and other stakeholders informed in a timely manner of HTRW response actions and MMR actions.

c. Provide local residents, officials, and other stakeholders an opportunity to review and comment on studies being conducted and on proposed remedial or removal response alternatives and decisions.

d. Keep the public well informed of ongoing and planned public involvement activities.

e. Encourage and enable the public to get involved.

f. Listen carefully to what the public is saying.

g. Identify and deal responsively with public concerns.

h. Change planned actions where public comments or concerns have merit.

i. Foster and maintain a climate of understanding and trust between stakeholders and USACE by explaining to stakeholders how USACE considered their comments, what USACE plans to do, and why USACE reached its decisions.

### 2-4. Responsibilities.

a. Office of Public Affairs, HQUSACE.

(1) Coordinates or approves media responses or visits concerning HTRW response actions and MMR actions that have national significance.

(2) Coordinates public affairs issues with appropriate elements, to include the U.S. Army Environmental Center (USAEC); major Army and other Services commands; Office of Public Affairs, Headquarters, DA (HQDA); and Congressional delegations, regarding HTRW response actions and MMR actions, as needed.

b. Public Affairs Office (PAO), U.S. Army Engineering and Support Center, Huntsville (USAESCH).

(1) Provides public affairs guidance to USACE major subordinate command (MSC) and geographic district command PAOs concerning MMR actions, as requested.

(2) Prepares, or provides input to, programmatic plans, fact sheets, and news releases concerning MMR issues, actions, and policy, as requested.

(3) Provides public affairs support in the field for MMR site inspections (SIs) and response actions to USACE MSCs and district commands at their request and as appropriate resources permit.

(4) Coordinates with lead district PAO any news or public queries and visit requests concerning the FUDS MMR project.

c. OE Center of Expertise (CX), USAESCH. The OE CX is the USACE mandatory CX with respect to FUDS MMR projects. The OE CX provides general support to OE Design Centers and removal districts. To accomplish this, the OE CX has dedicated personnel available for telephonic or written inquiries from OE Design Centers, districts, MSCs, or HQUSACE regarding regulatory and MMR safety and technical information for FUDS MMR projects. This includes having personnel available for timely response to specific HQUSACE-directed MMR-related assignments. The OE CX also provides MMR technical support to any USACE element conducting construction and/or HTRW operations in areas where MMR materials are suspected or known to exist. As needed, the OE CX supports the district's execution of its responsibility for public affairs and interface support with EPA, tribal governments, state and local regulatory agencies, and the community. For a complete discussion of the roles and responsibilities of the OE CX, refer to ER 1110-1-8153.

d. OE Design Centers. OE Design Centers support the geographic districts on all FUDS MMR projects. The Centers will designate a point of contact (POC) for each FUDS MMR project. The POC will coordinate all FUDS project activities with the project manager (PM). The POC will also perform the following:

(1) Provides FUDS project updates to the relevant Design Center PAO.

(2) Provides technical support to briefings and public meetings.

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(3) Acts as representative of the relevant Design Center at RABs and other public involvement activities.

(4) Prepares, or provides input to programmatic plans, fact sheets, and news releases concerning MMR issues, response actions, and policy, as requested and in coordination with the USAESCH PAO.

(5) Provides, in coordination with the USAESCH PAO, public affairs support in the field for MMR SIs and response actions to USACE MSCs and district commands at their request and as appropriate resources permit.

(6) Supports the PM in the development of appropriate Public Involvement Plans for FUDS MMR projects as requested.

e. PAO, U.S. Army Engineer District, Omaha.

(1) Provides public affairs guidance to USACE MSC and geographic district command PAOs concerning HTRW response actions, as requested.

(2) Prepares, or provides input to, programmatic plans, fact sheets, and news releases concerning HTRW issues, response actions, and policy, as requested.

(3) Provides public affairs support in the field for HTRW SIs and response actions to USACE MSCs and district commands at their request and as appropriate resources permit.

(4) Coordinates with the lead district PAO regarding any news or public queries and visit requests concerning the FUDS HTRW project.

f. HTRW CX, Omaha. The HTRW CX assigns technical specialists for numerous HTRW-related topics. USACE MSCs and districts may access various technical specialists and other services through designated technical liaison managers (TLMs). Specific TLMs are assigned for each USACE MSC/district. Each USACE MSC/district should consult with its assigned TLM for current USACE policy guidance on HTRW CX technical review of selected HTRW documents (including INPRs).

g. Military HTRW Design Districts. The military HTRW design district PM performs the following activities:

(1) Supports the PM to coordinate community relations activities on FUDS HTRW projects within the geographic district boundary.

(2) Supports the PM in the development of appropriate Public Involvement Plans for FUDS HTRW projects.

(3) Provides FUDS project updates to the relevant design district.

h. PAO, Geographic District, USACE.

(1) Serves as the primary POC for dissemination of information to the public and the media with respect to FUDS projects.

(2) Keeps all affected USACE and HQUSACE elements informed of anticipated or ongoing activity at FUDS projects that could result in public inquiry.

(3) Provides public affairs guidance and expertise to support the public involvement program for all phases of a FUDS HTRW or MMR project.

(4) Produces public statements and media releases for use at major milestone achievements during work progress at the FUDS project.

(5) Refers all information of national significance to the PAO, HQUSACE, for release through proper channels.

(6) Serves as the spokesperson and community POC who responds to news media and public queries by using statements coordinated with the PM, statements coordinated with the OE Design Center PAO for FUDS MMR projects or the PAO at the military HTRW design district for FUDS HTRW projects, or statements from previously approved documents, as appropriate.

(7) Plans and coordinates with the PM, the military HTRW design district PAO, and the OE Design Center PAO, as appropriate, for support of public briefings, speeches, tours, open houses, news media requests, and visits pertaining to FUDS HTRW and MMR projects.

(8) Provides the PM, the military HTRW design district PAO, and the USAESCH PAO, as appropriate, with copies of all released information and copies of pertinent print and electronic news clippings.

(9) Modifies the Public Involvement Plan to indicate the formation of the RAB and assists the PM in the implementation of RAB policies and procedures with respect to projects where the PM has established a RAB.

i. PM, USACE District. The PM, in coordination with the geographic district PAO, is responsible for all community relations activities at FUDS projects when such responsibility is delegated by the relevant MSC. The PM will perform the following activities:

(1) Programs funding for the public involvement program.

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- (2) Establishes and maintains information repositories.
- (3) Provides FUDS project updates and information to the geographic district PAO.
- (4) Accomplishes all coordination requirements to support the public involvement program. Contractors may be used to develop plans, arrange and advertise meetings, facilitate RABs, prepare news releases and procedures for approval, and conduct interviews. Contractors may not act as spokespersons for USACE.
- (5) Establishes and maintains the Administrative Record for each FUDS HTRW and MMR project within his or her geographic area of responsibility.
- (6) Prepares Public Involvement Plan when applicable. (See paragraph 2-6a for statement as to when Public Involvement Plans are required.)
- (7) Establishes a RAB when appropriate, then serves as the FUDS Co-Chair, overseeing all operations of the RAB. If a RAB is not established, the PM will document the circumstances which made the establishment of a RAB inappropriate.
- (8) Prepares a summary of community relations activities following completion of various phases of the removal or remedial response action to evaluate their effectiveness and identify areas for improvement.
- (9) Develops and maintains positive community relations.
- (10) Develops and manages community relations initiatives and activities, defined in the Public Involvement Plan, during removal or remedial response actions within geographic boundaries.
- (11) Administers community relations contracts.
- (12) Promotes the USACE FUDS Program regionally and locally.
- (13) Develops memorandums of agreement in coordination with the MSC, the CXs, and the military HTRW design districts.
- (14) Ensures that all documents released to the public for formal 30-day review and comment (e.g., remedial investigation/feasibility study (RI/FS), Proposed Plan, record of decision (ROD), and engineering evaluation/cost analysis (EE/CA)) are in draft-final form (i.e., appropriate USACE entities have reviewed the draft document, comments have been resolved, and the draft document has been revised to produce the draft-final document for formal public/regulatory review).

(15) Makes the determination of eligibility/preliminary assessment (PA), SI, and remedial investigation (RI) reports available in the information repository after appropriate USACE/regulatory review.

(16) Makes all final technical reports relating to FUDS projects, which are not subject to a legal privilege due to potential litigation, available to the public in the information repository/Administrative Record. The Office of Counsel will be consulted concerning such release.

(17) Ensures that a Public Involvement Plan has been developed for all FUDS properties at the conclusion of the SI phase, with the exception of time-critical removal response actions expected to extend beyond 120 days. For time-critical removal response actions expected to extend beyond 120 days, the Public Involvement Plan is developed within 120 days following the start of onsite removal response actions. For all FUDS properties that have been included on, or proposed for inclusion on, the NPL, the Public Involvement Plan is updated before fieldwork begins.

(18) Ensures that implementation, review, and updating of Public Involvement Plans are in accordance with (IAW) the NCP.

(19) Ensures that the public involvement program meets the regulatory coordination requirements set forth in the proposed ER 200-3-1, chapter 9.

(20) Ensures that the RAB, if one has been established for the project, is represented on the project delivery team (PDT) during the technical project planning (TPP) process.

(21) Prepares decision document (i.e., ROD/DD or Action Memorandum), obtains district Commander's signature, publishes a notice of the final decision in a local newspaper of general circulation, and updates the information repository and Administrative Record by including the notice, the decision document, and materials that support issuance of the decision document.

j. Potentially Responsible Party (PRP) District. See the proposed ER 200-3-1, chapter 5, for information on FUDS properties involving PRP/Third Party Site (TPS) projects.

2-5. Public Participation Activities During the Environmental Restoration Process. See the proposed ER 200-3-1, tables 8-1 and 8-2, respectively, for information on public participation activities for remedial (HTRW/MMR) and removal (HTRW/MMR) response actions. See the proposed ER 200-3-1, chapters 4 and 8, for information on public participation requirements per the ASR for MMR projects.

2-6. Public Involvement Plans.\*

a. The NCP requires that a Public Involvement Plan be prepared for all remedial response actions and for all removal response actions expected to extend beyond 120 days. For time-critical removal response actions expected to extend beyond 120 days, the Public Involvement Plan will be required no later than 120 days following the start of the onsite removal response action. The Public Involvement Plan for time-critical removal response actions will specify the community relations activities that USACE expects to undertake during the response action. USACE policy is that in order to ensure maximum participation in the environmental restoration decision-making process, an initial Public Involvement Plan will be prepared for all non-time-critical removal response actions and all remedial response actions at the conclusion of the SI phase. This initial Public Involvement Plan will provide a brief history, discuss SI findings, and indicate potential response actions. Since the Public Involvement Plan will be revised, as appropriate, throughout the environmental restoration process, it need not be elaborate at this time. It must, however, be sufficiently detailed to ensure informed public participation in the environmental restoration decision-making process. This is especially important with respect to NDAI determinations. The initial Public Involvement Plan for remedial response actions will be revised before the RI/FS begins and will outline community relations activities to be held during the RI/FS. For removal response actions, the initial Public Involvement Plan will be revised before the EE/CA is initiated and will outline community relations activities to be held during the EE/CA. The revised plan will also identify anticipated activities that are required during remedial or removal design and subsequent response actions (such as the preparation of a fact sheet after the engineering design is complete). In order to identify additional activities during remedial or removal design and cleanup, the revised plan will be updated before remedial or removal design begins.

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\*USACE follows EPA guidelines in preparing its Public Involvement Plans, termed Community Involvement Plans by EPA. The information provided in paragraphs 2-6 and 2-7 of this pamphlet is consistent with the guidance provided in EPA 540-k-01-003, Superfund Community Involvement Handbook, April 2002 and EPA 540-k-01-004, Superfund Community Involvement Toolkit, September 2002. EPA 540-k-01-003 provides a generalized discussion, here and there, of Community Involvement Plans. EPA 540-k-01-004 provides a more detailed discussion of such plans, as well as a sample Community Involvement Plan.

b. Public Involvement Plans (other than the initial, cursory plan prepared at the conclusion of the SI phase) document concerns identified during community interviews and provide a



detailed description of the community relations activities planned on the basis of these interviews. Public Involvement Plans should focus on community relations techniques and approaches specific to the FUDS property in question, not generic program goals.

c. The best Public Involvement Plans generally are those that convey a working knowledge of the local community and its concerns, while providing a framework for addressing community concerns during the remedial or removal response. The public involvement program should include sufficient flexibility to adjust to changes either in community attitudes or in the schedule for technical activities at a FUDS property. The PM, in coordination with the PAO, should revise and update the document as changes occur at the FUDS property. Periodic updates ensure an accurate and timely document, promote additional opportunities for interaction with the public, and strengthen the relationship between the district and the local community.

d. While the plan format can be varied to reflect the unique characteristics of a specific program, the recommended format for a fully developed Public Involvement Plan consists of 4 sections and 10 appendices:

(1) Section 1: Overview of Public Involvement Plan.

(2) Section 2: Capsule FUDS Property Description.

(3) Section 3: Community Background.

(4) Section 4: USACE's Public Involvement Program.

(5) Appendices A through G: Appendices A through G provide contact lists of key community leaders and interested parties. (Note: names and addresses of private citizens should not be included in the copy of the Public Involvement Plan that is made available to the public.)

(6) Appendix H: Meeting Locations.

(7) Appendix I: Repository Locations.

(8) Appendix J: Other Local Resources.

These sections and appendices are described in greater detail below.

e. Section 1. Overview of Public Involvement Plan. This section generally consists of two brief paragraphs. The first paragraph states USACE's purpose in developing the Public Involvement Plan and affirms that USACE will use the community involvement activities outlined in the plan to ensure that community members are continuously informed about and provided opportunities to be involved in the environmental restoration process at the FUDS property. The second paragraph indicates the coverage of each section and the appendices of the

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Public Involvement Plan, notes what sources USACE drew upon in developing the plan, and states that the USACE district will oversee the implementation of the community involvement activities outlined in the plan.

f. Section 2. Capsule FUDS Property Description. This brief section should describe the basic historical, geographical, and technical details so that readers unfamiliar with the FUDS property will understand why the remedial or removal response action is being executed. The section consists of three parts, as follows:

(1) FUDS Property History. Specific topics to be included in this discussion are as follows:

(a) Detailed chronological history of FUDS property use and ownership relevant to the problem at hand.

(b) Contaminants or explosives safety hazards produced by or found at the FUDS property.

(c) When and why USACE intervened.

(d) Community reaction to the FUDS property.

(2) FUDS Property Description/Location. Specific topics to be included in this discussion are as follows:

(a) Geographical location, size, and surroundings of the FUDS property.

(b) FUDS property in relationship to homes, businesses, schools, playgrounds, lakes, streams/rivers, wetlands, parks, health facilities, and wildlife species/sensitive ecological areas.

Maps showing the location of the FUDS property within the state/region and community, the proximity of the FUDS property to the elements of concern indicated in (b) above, and the FUDS property, itself, should be included.

(3) FUDS Property Inspections and Cleanup Activities. Specific topics to be included in this discussion are as follows:

(a) Type of contaminants or explosives safety hazards present.

(b) Nature of threat and potential threat to public health, safety, and the environment, if known.

(c) History of inspections and studies conducted at the FUDS property.

(d) Lead agency responsible for the FUDS property.

g. Section 3. Community Background. This section is usually divided into five parts, as follows:

(1) Community Profile, which describes the community (setting, population/growth, minorities, businesses, nearby regional centers, residential groupings, school system) and analyzes key local issues and interests, including the need for translation services, whether a second language for non-English-speaking residents or signing for the hearing impaired.

(2) History of Community Involvement, which should identify how the community has reacted to the FUDS property in the past. Specifically, the following questions need to be addressed in this section. What actions, if any, has the public taken to resolve problems at the FUDS property? How did the public view previous response actions at the FUDS property? How does the public perceive various levels of the government's involvement at the FUDS property? Are PRPs associated with the FUDS property or past operations at the FUDS property?

(3) Key Community Concerns, which should analyze the major public concerns regarding the FUDS property, as well as the remedial or removal response actions proposed to deal with those concerns. Throughout the Community Background section, but especially in the analysis of community concerns, the focus should be on community perceptions of the events and problems at the FUDS property, not on the technical history of the FUDS property. This section will contain much of the information obtained during the community interviews.

(4) Response to Community Concerns, which discusses any community involvement activities USACE undertook in direct response to community concerns before the Public Involvement Plan was prepared.

(5) Summary of Communication Needs, which briefly summarizes communication needs and desires as identified by the community members interviewed.

h. Section 4. This section begins with a brief introductory narrative which states the overall goal of USACE's public involvement program, affirms that USACE will implement the community involvement activities to be discussed, and notes that the following plan is based on the community interviews described earlier and that it addresses each issue that was identified as being important to the community. The remainder of the section consists of two parts, as follows:

(1) The Plan. Each issue that was identified during the community interviews is addressed here. The issue is stated first, then the activity (or activities) intended to address the issue is presented. Following this, the objective of the activity, the method to be employed to achieve

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this objective, and the timing for employment of the method are indicated. This pattern is repeated until all the issues derived from the community interviews have been addressed.

(2) Projected Schedule for Community Involvement Activities. A timeframe summary of the community involvement activities to be performed will be provided here. This summary may be presented in tabular format, or a matrix that relates the findings of community relations activities to technical and other milestones for the FUDS property could be used.

i. Appendices A through G: Contact Lists of Key Community Leaders and Interested Parties. The names, addresses, and telephone numbers of all officials and group representatives contacted during the community interviews, along with others who will receive information about developments at the FUDS property, are listed in these appendices. However, the names, addresses, and telephone numbers of private citizens contacted for interviews should not be included as a part of the plan that is made public. These names, addresses, and telephone numbers, however, should be included in the mailing list compiled for the FUDS property. The contacts identified in appendices A through G, respectively, should include:

(1) USACE district contacts.

(2) Local officials (e.g., mayor, city council members, township supervisors, health officials, fire department, police department).

(3) State/EPA officials.

(4) Federal elected officials.

(5) Environmental and active citizens groups.

(6) PRPs. See the proposed ER 200-3-1 for information on FUDS properties involving PRP/TPS projects.

(7) Media contacts (e.g., television, radio, newspapers).

j. Appendices H and I: Suggested Locations for Meetings and Information Repositories. Appendices H and I, respectively, will identify locations for public meetings and for the information repository. Facilities recommended for holding public meetings include school gyms, town halls, and library meeting rooms. The locations selected for public meetings should be accessible to handicapped individuals. Typical locations for information repositories include local libraries, town or city halls, and county offices. Hours that the information repositories will be accessible should be included, along with the names of contacts for getting into the buildings. The size or capacity of meeting rooms is a particularly helpful detail for later planning.

k. Appendix J: Other Local Resources. The contents of this appendix will vary depending on the community in question. Among many possibilities, the appendix may include a list of local businesses that are willing to post notices or distribute flyers, as well as a list of local court reporters who can be contacted to document public meetings.

## 2-7. Revision of Public Involvement Plans.

a. Description. All or parts of the fully developed Public Involvement Plan for a FUDS property should be revised to incorporate new information, reflect changes in community concerns, or prepare for community activities during remedial or removal design and subsequent response actions.

b. Purpose. The Public Involvement Plan is revised to ensure that it remains sensitive to citizens' concerns through all phases of the remedial or removal response action and to evaluate which community relations activities were effective and which were not.

c. Technique. A Public Involvement Plan initially discusses the findings of the SI and potential response actions. If the project will proceed beyond the SI phase, the Public Involvement Plan is revised to outline the public involvement program techniques for the RI/FS or the EE/CA phase of the response action. Once the ROD/DD or Action Memorandum for a FUDS project is completed, it is appropriate to re-assess the nature and extent of community concerns and develop a new schedule of community relations activities for the design and cleanup phases of the response action. Revisions needed will vary from project to project.

d. When to Revise. Public Involvement Plans will be revised as discussed in paragraph 2-6a above. If, after the plan has been prepared, community concerns change focus or increase in intensity, the plan will be revised accordingly.

e. Accompanying Activities. The responsiveness summary will provide some information to assess the nature and extent of citizens' concerns after the RI/FS or EE/CA report has been reviewed by the public. Additional community interviews can provide further information for revising the Public Involvement Plan.

f. Benefits. Revising the Public Involvement Plan will help to ensure that the geographic district continues to respond to citizens' concerns throughout the remedial or removal response action.

g. Limitations. The PM should make certain that resources are available to implement all activities identified in the revised plan.

2-8. Communication Media and Techniques. There are many community relations activities available for use at FUDS HTRW/MMR projects. Not all available activities are appropriate for use at every FUDS project. Following is a brief discussion of communication media and techniques typically employed at FUDS HTRW/MMR projects.

a. Community Interviews. To identify the attitudes and concerns of area residents concerning activities at the FUDS HTRW or MMR project during the study phase (including time-critical removal response actions expected to extend beyond 120 days), community interviews will be conducted by representatives of USACE and contractors, where appropriate, with members of the public involvement program audiences. Appendix B provides a sample list of questions for the participants. Analysis of these interviews will form the basis for the fully developed Public Involvement Plan for the specific FUDS project in question. Under the Privacy Act, the Paperwork Reduction Act, and IAW AR 335-15 and USACE Supplement 1 to the AR, information collection via questionnaires, surveys, or interviews that involve 10 or more members of the public within a 12-month period must have prior approval by the USACE Management Information Control Officer/Privacy Act Clearance Officer, HQDA, and the Office of Management and Budget (OMB) before being implemented.

b. Fact Sheets.

(1) Fact sheets will address concerns expressed by the local community and will include a capsule history of the FUDS property's use while under DOD control, the status of studies and response actions, updates on schedules, and any special-interest items. Fact sheets will be distributed to the media, stakeholders (area residents, members of citizens groups, regulatory officials, elected and civic officials), and the information repositories when events warrant.

(2) At a minimum, fact sheets will be disseminated upon an award of contract, upon initiation of work during the various FUDS project phases, and upon completion of FUDS project phases.

(3) All fact sheets must be released through the geographic district PAO, which is the releasing authority.

c. News Releases.

(1) News releases will be disseminated to local and regional news media and the information repositories upon an award of contract, upon initiation of work during the various phases of the FUDS project, and upon completion of FUDS project phases. This medium keeps the news media informed directly and supplements information directly disseminated to stakeholders.

(2) All news releases must be released through the geographic district PAO, which is the releasing authority.

d. Response to Queries. The geographic district PAO will serve as the POC for direct calls from the public and news media seeking information on FUDS HTRW or MMR projects within its area of geographic responsibility.

e. Presentations to Groups. Slide briefings, speeches, and informational programs can be presented upon request to civic groups. The history of the FUDS property, environmental studies, and current and planned response actions should be included in these presentations.

f. Special Briefings. When appropriate, special FUDS project briefings will be given by representatives from USACE to local officials or RABs. Such briefings will be coordinated by the geographic district PAO, with logistical and technical support being provided by the military HTRW design district or the OE Design Center or OE removal district as appropriate on an as-needed basis.

g. Public Meetings. Public meetings, both formal and informal, are required when USACE officially accepts public comments on remedial or removal response alternatives and response actions. Meetings should be held near the FUDS project and in an appropriate facility to hold the number of expected attendees from the general public. Consideration should be given to audience size, accessibility, and convenience of the location for the expected participants from the community. Proceedings of the meeting should be placed in the information repository in a timely fashion.

h. Public Availability Sessions. The use of public availability sessions, which facilitate one-on-one communication, is highly desirable in situations where formally structured public meetings/hearings are not mandated. At these sessions, poster stations manned by subject matter experts who can answer questions and respond to concerns will normally be set up.

i. Good Neighbor Program. Property owners and renters of lands adjacent to or on the FUDS property will be included on the information mailing list as stakeholders. If sufficient interest exists within this group of stakeholders, as determined by the PM and the geographic district PAO, special briefings and tours may be arranged by the PM. A visit and briefing would be designed to place the FUDS project into perspective and to ensure that the proper emphasis on safety to life and property is understood.

j. Special Concerns Workshops. Individuals and groups may express unusual levels of concern or even hostility about activities that may affect the environment. If such groups or individuals emerge in the course of a FUDS project, they should be contacted directly by the geographic district PAO, in coordination with the PM, to participate in a special concerns workshop. If necessary, the workshop will allow for an open forum for the expression of concerns relating to the remedial or removal response action.

k. Web Sites. Web sites/project home pages are very effective community relations tools. They can be used to disseminate to and receive from the public various types of information. They can, for example, be used in conjunction with various other of the communication techniques discussed above (fact sheets, news releases, response to queries, etc.).

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2-9. Restoration Advisory Board (RAB). If a RAB is established at a FUDS HTRW/MMR project, it will constitute a major component of the FUDS project's community relations program. Establishing and maintaining RABs is discussed in detail in chapter 3 of this pamphlet.